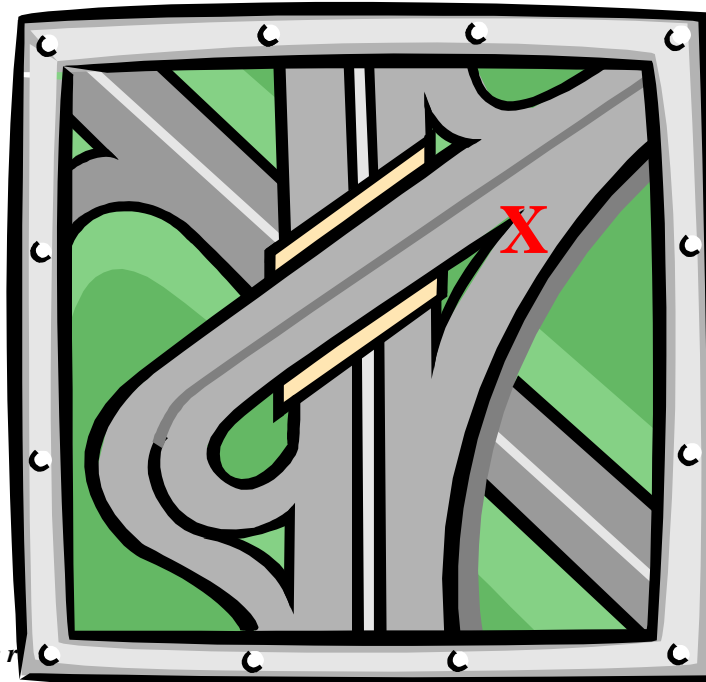


# Division of Fleet Operations Strategic Plan

**Creation Date:**  
6 January 2005

**Effective Date:**  
1 July 2005

*Where do we go from here?*



## **Division of Fleet Operations (DFO) Strategic Plan FY 2005 to FY 2010**

### **Introduction:**

The division's original strategic plan created and implemented by DFO could be best described as the "forming" phase of the division. DFO is now entering a standardization phase or what would be called the "norming" process. DFO is no longer one of the newest agencies in the state. The first Strategic plan addressed initiatives related to the forming and organization process as well as the centralization of the state fleet. This plan will primarily focus its efforts with ongoing concerns like, (1) economies of scale and effective partnerships, (2) further reducing statewide fleet costs, (3) fleet education programs, (4) fleet data capture-analysis-integrity-benchmarking, and (5) implementation of efficient fleet practices (Internal and External).

The Division is entering its seventh year of existence. This is an exciting time because we now have a complete vehicle life cycle of data in the fleet information system. This data will allow the state to start introducing more vehicle and fleet analysis to further reduce costs and increase productivity. Increased emphasis will focus on helping agencies to utilize the "online reports" to better manage their assigned assets.

### **Driving principles:**

In addition to DFO's established vision, mission and values created when the division was established in 1997, the following our driving principles each of us should use to make statewide fleet decisions:

1. Continue to put people, customers and employees first in the organization.
2. Does the issue being considered benefit the state's overall vision, mission and goals set forth by the Governor and the Department of Administrative Services?
3. Does the initiative being proposed and considered for implementation benefit the statewide fleet program?
4. Does the initiative being considered benefit our customer's unique mission?
5. Does the change being proposed reduce fleet costs or improve delivery of services? (IE Paperless solution, E-services 24/7 application, resource reduction, etc.)
6. Does the plan allow flexibility to change directions if a when the work environment warrants a different strategy? The division plans to review and update this plan the beginning of each fiscal year.

### **Plan development process and initiatives:**

DFO held two "brainstorming" sessions to elicit ideas, suggestions comments and critical feedback from significant state fleet stakeholders, which included division employees, managers and customers. This feedback will be incorporated into this new strategic plan.

1. **Economies of scale, cooperation and partnerships:** *Every effort should be made statewide to make sure all economies of scale are captured and duplication of efforts are minimized. DFO personnel will take the lead statewide to increase*

*opportunities and streamline statewide fleet processes to reduce redundancy and lower fleet costs. DFO's primary objective should be to create an environment of cooperation and similarity.*

**Objectives:**

- a. Establish an internal feedback process to solicit ideas and suggestions from each division employee.
  - i. Continue bi-monthly staff meetings for program managers to disseminate information, updates and follow up on projects.
  - ii. Continue the "bi-weekly division coordination meeting" to make sure all projects are documented and tracked.
    1. Distribute minutes and project lists of each meeting to division employees.
  - iii. Continue manager quarterly review meetings to follow up on the division's goals and objectives.
    1. Review financials
    2. Review SOPs
    3. Review Performance plans
    4. Review benchmarks, ratios and biweekly reports.
    5. Review personnel issues.
  - iv. Schedule "Personal Performance Interview (PPIs) with each employee at least one during a calendar year to better understand how they contribute to the overall mission of the division.
  - v. Create a list of all the employee ideas and update the strategic plan as needed.
    1. Continue the "E-storming" process using IM and Email to solicit feedback from each employee relating to specific project solutions.
  - vi. Continue to update the Standard Operating Procedures (SOPs) with real time information based on each employee's task, assignments and objectives.
  - vii. Revamp each employee's "Individual Performance Plan (IPP)" to match employee SOP.
  - viii. Tie each individual SOPs and IPPs to the overall strategic plan and mission of the division.
    1. Develop individual benchmarks for each employee that tie to their IPPs and to their program bi-weekly reports.
    2. Tie all biweekly reports to the division quarterly report process.
    3. Tie all quarterly reports to the annual report.
- b. **Create a task force** (FORUM members) to review "Best management Practices" and make recommendations on how to implement and improve statewide processes.
  - i. FORUM Meeting for all programs.
    1. Hold meeting in various locations in the state.

2. Solicit stakeholder feedback.
3. Establish a Surplus user committee in accordance with GSA plan.
- ii. Implement a courtesy peer review and auditing process to assist state fleets in optimizing, streamlining and implementing effective and efficient changes.
- iii. Management should work closely with the fleet Focus training personnel to Implement a fleet manager certification program (in-house) using the Fleet Focus training team to educate fleet contacts about fleet ideals, concepts and practices.
- iv. This training can work in conjunction with the “Report card” process.
  1. Utilize the online reports more in relation with the customer and fleet data problem areas.
- v. Program certification curriculum should be developed to help each contact obtain a minimum number of classroom hours to obtain a certificate of “State fleet manager”.
- vi. DFO trainers should utilize vehicle contacts to define the curriculum and teach the training.
- vii. Examples of class curriculum:
  1. Vehicle specification, upfitting and procurement.
    - a. Explain and discuss the state procurement process and it relates to vehicle bidding and procurement.
    - b. Explain OEM processes and drop shipping.
    - c. Explain the online vehicle specification process.

**c. Vehicle database and asset component tracking.**

- i. Continue training as needed
- ii. Create a data standards and report card criteria committee.
  1. Define the purpose of this committee.
  2. Review report process and implement committee recommendations.
  3. Determine methods to standardize data using industry models.
  4. Set criteria to grade data integrity and quality control.
    - a. Set goals to improve integrity problems.
    - b. Define, develop and implement QC reports and follow-up procedures.

**d. Vehicle fiscal, financial management and cost accounting.**

- i. Explain philosophy and benefits of every fleet customer paying for their use and consumption of fleet vehicles.
- ii. Explain how and why to configure rates to promote good fleet management and recover costs. (Break-even)
- iii. Explain the ISF process and its advantages and disadvantages and compare with appropriated agencies.

- iv. Explain the nature of fleet costs for underutilized fleet assets. Identify soft fleet costs like parking, insurance, rust, corrosion, obsolescence, safety, liability, etc.)
- v. Explain fleet alternatives to reduce fleet costs. (Pool use, outsourcing, POV reimbursement, etc)
- vi. Explain GF borrowing and replacement principles like purchasing two vehicles at once.
- vii. Work closely with all Higher Ed agencies on the concept of charging proper rates and its role with agency and operator accountability.

**e. Statewide vehicle warranty management program.**

- i. Create a statewide task force to develop policy and standards on how to monitor, control and increase warranty recovery dollars.
  - 1. Standardize warranty recovery processes
  - 2. Standardize Post-warranty recovery processes
  - 3. Component and parts warranty tracking.
- ii. Warranty maintenance and repair contracts and bidding processes. (internal & external).
  - 1. Determine if in-house warranty repair opportunities exist statewide. (Agencies with shop facilities)
  - 2. Determine if ITS can become a warranty repair shop for Ford/Crown North America.
- iii. Insure outsourced vehicle repair management programs collect all warranty possible.
  - 1. QC processes, vendor compliance, vendor follow-up and complaint processes.
  - 2. Develop a statewide shop “parts inspection” policy between state and outsourced vendors.
- iv. Design, develop and implement exception reports to aid in proactive monitoring of the vehicle warranty repair programs.
  - 1. Warranty dollar summary reports
  - 2. Warranties due or missed report
  - 3. Repair report 5-10,000 miles outside warranty. (Post warranty recovery)

**f. Vehicle PM, maintenance, fuel and repair processes.**

- i. Move ARI (maintenance program) over to Fuel and Maintenance network services.
- ii. Contract preparation, monitoring, RFP bidding process and compliance.
- iii. Work with ARI to use our local low bid vendor contracts.
  - 1. Design an in-house contract-monitoring program to track local repair contract on the ARI system.
  - 2. Design QC reports that monitor local vendor contract use and pricing.

- iv. Fuel contract repairs.
  - 1. Determine if fuel contract can class repairs adequately or if the system should be replaced.
    - a. If necessary, define and design a process to move agency fleets from repairing vehicles using the Gascard.
- v. Develop standardized online web reports to monitor important repair and maintenance benchmarks.
  - 1. Develop MPG exception reports by class
  - 2. Develop CPM exception reports by class
  - 3. Develop a PM due report.
    - a. Develop a PM overdue exception report. By agency
  - 4. Develop a PM history report by vehicle.
  - 5. Develop cost reports by class and by agency to make comparisons.
- g. **Vehicle motor pool (daily) management.**
  - i. Cross-utilization of assets statewide should be the goal of all fleet agencies. It does not make economic sense to allow vehicles to sit when other agencies are using short-term lease solutions.
    - 1. Cross utilization of pool assets statewide. For agencies in rural
    - 2. Airport vehicle units (UDOT)
    - 3. Develop a process for state agencies to use Higher Ed pool idle vehicle assets for state business in the rural areas.
  - ii. Using the reservation system to your advantage.
    - 1. Reports from the reservation data.
    - 2. Develop exception reports.
  - iii. Pool PM, maintenance, repair and cleaning processes.
    - 1. Develop and share pool contracts with a statewide focus in mind.
    - 2. Develop a strategy to share the DFO Pool outsourcing use, strategy and philosophy.
    - 3. Develop a team to adopt a “Pool financial management and vehicle utilization model” statewide between pool coordinators.
    - 4. Develop an Operator education and alternatives to short-term vehicle rentals usage.
- h. **Vehicle accident and safety (recalls) program. (Accident reporting, review and operator training)**
  - i. Develop a defensive driver education program in cooperation with Risk Management.
  - ii. Develop classes to train ARC participants on accident evaluation and appraisal.

- iii. Develop a friendly online accident reporting process and a training program.
- iv. Create an online accident reporting system to reduce the expense of paper driven accident reports.
  - 1. Work with large fleet agencies to create interface systems for online accident processes.
- v. Develop online reports for supervisors and ARC members to track multiple accident drivers.
  - 1. Exception reports for repeat offenders.
  - 2. Accident summary and statistical report by agency to compare trends.
- vi. Work with Risk management and agency to reduce frequency of accidents and lower costs.
- vii. Develop an online process to close the work order for vehicle recalls.
- viii. Design an exception report that will allow proactive monitoring and management of recall follow-up.

**i. Vehicle replacement, life cycling, and remarketing fundamentals.**

- i. Surplus property can help teach this class.
- ii. Include reasons vehicles sell at higher prices and implement a “condition” report process to help agencies understand the status of vehicles surplussed.
- iii. Include a “break-even” analysis of repairing or reconditioning vehicles to recover higher sell costs.
- iv. Discuss the relationship between “Market value (NADA)” vs. “Book value”.
- v. Develop “dirty dozen” exception reports to compare the top 12 greatest variances and help customers understand how to take advantage.
- vi. Create a proactive reporting and forecasting process between surplus and accounting programs to set the salvage value accurately.
- vii. Update the replacement rule with replacement criteria.
  - 1. Criteria should include:
    - a. Vehicle demonstrates a continued need.
    - b. Evaluate past and projected utilization.
    - c. Evaluate the expected economic life and break-even status of the vehicle.
    - d. Evaluate the economic impact of selling the vehicle.
    - e. Evaluate the availability of funding.
    - f. Before replacing vehicles review utilization in agencies to determine if an underutilized vehicle can be transferred.

**j. Vehicle exception reporting and process improvement, benchmarking, trend comparison and cost benefit analysis.**

- i. Develop a curriculum to show fleet contacts how to properly use “exception” reports as a management tool to manage their fleet assets.
- ii. Educate fleet contacts on how to prepare position and/or white papers to help their managers understand fleet changes and recommendations.
- iii. Assist contacts in becoming proficient in creating graphs and charts and effective use of trend analysis.

**k. Statewide vehicle procurement & equipping processes**

- i. Incorporate an ongoing (proactive) process to keep the agency customer contacts informed about replacement vehicle and to avoid having them contact DFO to get this information.
- ii. Enter all contact email addresses into fleet focus.
  1. Enter employee assigned emails into the fleet focus database to proactively send notices to the employee level.
  2. Develop a process to CC contact on any email sent to their constituents.
- iii. Create an online process that sends out information to customer contacts periodically via email push that updates to customers about current odometer readings as it relates to replacement.
- iv. Create an online query that notifies Operations of vehicles nearing their replacement life.
  1. Create a “Dirty-dozen” exception report showing the 12 most critical replacement vehicles.
  2. Implement a automated process to run this query at least once each month and email to purchasing agent.
  3. Assign the task of monitoring online “outliers” to bring into compliance and resolution.
- v. Create a downloadable online process or report that allows customers to query their individual vehicle life cycles.
  1. Establish a “True-up” or break-even” report to see how each vehicle is performing.
  2. Establish a “True-up” report for each class and department or customer to see if anyone is being subsidized.
- vi. Create an online report that shows all attached vehicle components and asset relationships.
  1. Make this report “downloadable” for customers and fleet to review prior to the replacement process.
- vii. Create a downloadable online report that customers can query “do-not-replace” vehicles.
  1. This will help customers understand which vehicles are not scheduled for replacement.



2. This will also allow customers to understand which vehicles may be candidates for removal.
3. Implement a monthly review process to make sure these vehicles are classed and being billed correctly.
- viii. Work closely with all equipping agencies to set standards and increase productivity.
  1. Look for opportunities to partner with other agencies in the equipping business.
  2. Hold semi annual training meeting to share ideas on equipping vehicles.
- ix. Compare costs, statistics and benchmarks between the different equipping shops to see where efficiencies can be improved.

***l. Internal optimization, streamlining and process productivities***

- i. Identify ways to streamline, optimize and reduce internal costs.*
  1. Accounting services
    - a. Look for ways to automate manual processes for E-solutions.
  2. Operations
    - a. Create a customer-based task force or group to look for ways to make more fleet services available online 24/7.
    - b. Develop a “Crash” management program to mitigate the current vehicle crash trends.
      - i. Rename the program to “Crash Management” vs. Accident management.
      - ii. Determine how best to change the focus form accident to crash. “Accidents can happen to anyone, crashes are preventable!”
      - iii. Consider changing Administrative rules to change wording form accident to crash.
      - iv. Develop online reports for those who review the crashes on a periodic basis.
      - v. Work closer with Risk to develop a statewide vehicle accident prevention program.
        1. Consider Preventable vs. non-preventable vehicle accidents. Increase rates for preventable?
3. MIS and training
  - a. Review all current MIS applications and programs and optimize where possible.
  - b. Develop customer focused training programs to increase report use frequency.
  - c. Develop online manuals for customer access.
4. Administration

- a. Continue to work with statewide fleet users to look for ways to reduce admin costs.
  - b. Routinely review internal process using a flowchart to make sure they are efficient.
  - c. Keep the SOPs updated to make sure they coordinate with employee performance plans and DFO objectives.
  - d. Continue to use the “Coordination” meeting process to rank division priorities and track ongoing projects.
    - i. Publish minutes of meetings online.
    - ii. Develop a feedback process for employee not involved in these meetings.
  - e. Meet with each employee twice annually to solicit ideas and feedback.
    - i. Reporting process to share information with employees.
  - f. Develop a more effective “incentive program” to help employees be more creative.
5. Fuel Network services
- a. Explore other vendor applications and offerings using a pilot program approved by DAS-Purchasing.
  - b. Continue to partner with municipal government entities not using the state’s fuel network.
    - i. Identify those not using system.
    - ii. Create a report to track percentage of customer types not on state fuel network. (IE Cities, Towns, Counties, School Districts, etc.)
    - iii. Develop more online customer reports to track fuel transactions.
6. Surplus Property
- a. Work with DFCM to acquire a new tenant for reduced federal space.
  - b. Develop a new rate to lease out storage space to state agencies using private vendor storage spaces.
7. Vehicle equipping process
- a. Look for ways to continue reducing time required to equip vehicles and reduce depreciation costs.
  - b. Study the current process to see if the lifecycles for vehicles and equipment can be better utilized to reduce costs.
  - c. Evaluate if equipment should be sold and purchased new with new vehicles.
8. Increase vehicle auditing and compliance process

- a. Work with Department to create an internal auditor position or program to audit misuse of state vehicles.
- b. Develop a proactive reporting and information process to work with agencies to eliminate misuse, neglect and abuse costs related to state vehicles.

## **2. Education, communication and awareness**

1. Identify ways to increase communication processes to become more proactive and simplify for the fleet user. Increase focus on assisting agencies with understanding how to better utilize the online reports.
  - a. PM notification process
    - i. Online report process that pushes information to fleet contacts via email.
    - ii. Evaluate if using operator email and GPS is feasible to for notification.
  - b. Vehicle delivery process
    - i. Develop an online ordering process for customers to interface with DFO's proposed replacement vehicle program.
      1. Should include option offerings
      2. Scheduled date of delivery.
  - c. MVRC initiatives
    - i. Review all rules and implement changes as needed:
      1. Rewrite surplus rule to include HB 188 surplus computers for handicap changes.
        - a. Solicit input from DSPD on how best to serve the needs of these customers.
    - ii. Take-home vehicle issues.
      1. Rewrite the rule to distinguish a difference between take-home and commute vehicle in R28-3. Align the procedures with the IRS publication 15B.
      2. Establish a process to notify and cancel take-home vehicles on an annual basis.
      3. Establish a training program to help agencies enter commute vehicle information correctly in the payroll system,
      4. Work with Executives (Elected and appointed) to send out a letter informing them about their reporting responsibilities for personal vehicle use.
      5. Interface the commute data into the FF database.
    - iii. Periodic review of rules and policies for statewide congruence
    - iv. Administrative rule and policy notifications
    - v. Under utilization
      1. Establish a quarterly reporting and data distribution program in accordance with the admin rules governing vehicle utilization.

2. Schedule meetings with agency contacts to review under utilization lists to determine if vehicles can be surplus, rotated or transferred.
  3. Help agencies understand the capital credit program and encourage them to use the program in lieu of keeping under utilized vehicles.
- vi. Rates process
1. Compare lease vs. purchase each year to make sure the fleet rates are competitive.
  2. Create an RFI to solicit leasing information for vendors on a daily, monthly and annual basis.
- vii. Create a breakeven report that compares at a glance any vehicle, department or class that is not breaking even. This report will aid in the prevention of subsidization. (See "True-up report").
- viii. Vehicle Use, Abuse and neglect:
1. Work closely with GOPB to establish a cabinet based fleet report that can be distributed to each agency director that provides a summary of their vehicle activity.
  2. Help GOPB and agency contacts with understanding the online reports and how to investigate and correct vehicle problems.

### **3. Improve Customer Service deliverable improvements**

- *What additional customer service deliverables need to be recognized and implemented?*
  - a. Reduce equipping days
  - b. Improve vehicle ordering process
  - c. Improve written communication of information
  - d. Accident notifications
  - e. Rate information
  - f. Policies and procedure conveyance
  - g. Manufacture updates (ie recalls, safety, warranty, etc)
  - h. etc

### **4. Technology development, delivery, training and implementation**

- *What additional reports and online information would assist the statewide fleet stakeholder?*
  - a. "Online" Report development
    - i. Accident reports online for the Accident Review Committees of the state to access. Hyperlink the accident report jpg to the report summary table.
    - ii. Implement the "Miles per gallon (MPG)" report and train agencies on how to use this report to spot fueling problems.
    - iii. Implement training to help customers become more familiar with the online "zero miles report". Show customers the value of this report to manage their fleet size and utilization programs.

- b. Program interfaces
  - i. Interface accident information with the division of Risk management to reconcile accidents.
  - ii. Complete the interface with the fuel vendor software.
  - iii. Revamp the maintenance repair interface with current vendor.
- c. Program enhancements
  - i. See coordination meeting project list
- d. Data collection portals (identify potential projects)

## **5. Statewide fleet cost savings initiatives**

- *Identify additional cost saving initiatives, processes and or policies?*
  - a. Improve cost-per-mile of vehicles
  - b. Improve vehicle utilization.
    - i. Create a vehicle utilization Task force or committee with other fleet members and users (non-users) to discuss ways to increase utilization and decrease low utilized vehicles.
    - ii. Consider developing a special rate for low utilization vehicles.
  - c. Consider daily pool initiatives to central more services statewide with other state fleet operations. Strategically use the Higher ED pools where costs effective statewide.
  - d. Improve fuel efficiency.
    - i. Review fuel purchases on regular basis
    - ii. Look for more fuel efficient vehicles
    - iii. Review AFV policies and practices.
  - e. Reduce overhead costs
    - i. Keep below 2%
  - f. Reduce vehicle rates
    - i. Look for more opportunities to centralize assets statewide between fleets.
  - g. Reduce fleet assets
  - h. Right size fleet assets
  - i. Reduce accident costs
  - j. Capture warranty savings statewide
  - k. Reduce Law enforcement equipping costs.
  - l. Work with ITS staff to consider relocation of equip bays to Draper staging location.

## **6. Best Practices, Education and Training Opportunities**

- *Utilize Best Management practice (BMP) manual to identify practices not being used statewide in the various fleet operations and determine if BMPs can be implemented?*
  - a. Fleet management and administration
    - i. Statewide fleet management training principles
  - b. Procurement and equipping processes, including AFV.
  - c. Rate charge back and fee structures
  - d. Maintenance policies and procedures

- e. Licensing policies and procedures
- f. Operator use policies and procedures
- g. Accident management
- h. Vehicle utilization
- i. Vehicle fueling programs
- j. Vehicle disposal processes
- k. Life cycle management
- l. Parts process and inventory management
- m. Personnel training and education programs
- n. FMIS process, policies, procedures and reporting.
- o. Customer feedback and process improvement
- p. Other.

## **7. Review recent fleet audit reports**

- *Do any past audits dealing with Fleet operations and agency fleet recommendations contain possible initiatives to include in the new strategic plan? (Include last five years)*
  - a. Review state auditor recommendations for implementation
  - b. Review DAS auditor recommendations.
  - c. Review MVRC recommendations
  - d. Review Legislative fiscal Analyst recommendations
  - e. Review customer survey information and implement recommendations.
  - f. Review GSA audits and fleet initiatives
  - g. Review DOE audits for ideas
  - h. Review SL Clean Cities data for ideas.
  - i. Review any professional fleet Assn material for ideas.
  - j. Salt Lake County Fleet report 2004

## **8. Review Fleet Policies, procedures, statute and administrative rules to make sure DFO is in compliance.**

- *What questions, benchmarks, objectives, need to be discussed to determine if a function can be delegated and is in the state's best interest?*
  - a. Review all current agreements, MOUs and SLAs to comply with statutory language and processes.
    - i. 63A-9-401
    - ii. R27 and R28 administrative rules
  - b. Review "1995 Fleet management Report" and determine if DFO is in compliance with stated objectives and goals.
  - c. Review delegation language and set criteria that reflects the "Best interest of the State" to provide guidelines for future delegation agreements for Higher Education.
  - d. Work closely with the MVRC members to make sure administrative rules fit all statewide fleet situations and management. Proactively address the statewide vehicle take-home issue.

## **9. Review Process mapping recommendations**

- a. *Send out and review the list of recommendations provided in the original process-mapping project conducted by David M. Griffiths and Associates and the status of each recommendation?*
  - a. Administrative Services Fleet Ops
  - b. UDOT Fleet Operations
  - c. Higher Ed small fleets
  - d. USU Fleet Operation
  - e. UofU Fleet Operation
  - f. DPS Fleet Ops
  - g. DNR Fleet Ops
  - h. Other

#### **10. Environmental awareness**

1. *How can we increase awareness and make improvements relative to the alternative fuel vehicles and other environmental concerns?*
  - a. Improve AFV Purchasing program
  - b. Increase AFV use and awareness
  - c. Fuel tank improvements
  - d. Shop safety statewide
  - e. Other

#### **11. State and Federal Surplus Programs**

- a. Consider how best to focus on the primary mission of the Surplus organization which is, "The ethical disposal of state and federal property".
  - i. Determine if we need to adjust the mission, values and goals of surplus or the division to shift the focus from retail sales to providing an audit trail of property disposal.
  - ii. Determine how best to shift the focus from operating a retail facility to performing an audit trail.
  - iii. Introduce new automated procedures to make auditing information more precise.
  - iv. Organize the pick up of property around the state. Automate this process to make it more efficient.
    1. Look for ways to use our existing contract to accomplish pick-ups.
    2. Look for other alternatives.
- b. Explore the idea of using the federal contract (1122) to purchase police technology equipment and vehicles.
- c. Examine the probability of outsourcing state surplus using multiple or regional auction companies to eliminate transport and storage of state property.
  - i. Evaluate need for warehouse
  - ii. Evaluate cost of transportation
  - iii. Evaluate alternative online auction processes and outsourcing
  - iv. Evaluate alternatives to current building and warehousing.
- d. Reduce the federal program to a level where costs are in line with revenues.

- e. Examine the current “Org chart” and determine where optimization can take place.
  - i. Management level
  - ii. Retail level
    - 1. Do we need to operate a retail operation?
- f. Study the idea of closing the retail facility.
- g. Consider sales by appointment only.
- h. Consider assigning state territories to warehouse worker employees and have them call on customers, check compliance on property etc
- i. Consider placing all state property online auction or live auction making state surplus an E-government operation with minimal staff to provide a detailed audit trail.
- j. Consider regionalizing the property sales, distribution and management.
  - i. Use multiple auction vendors by region.
  - ii. Vendors must be able to pickup, store and auction property
  - iii. Vendors must have online portals or use ours.
- j. Explore the idea of selling property in place at state building statewide to avoid transportation and storage costs.
  - i. Sealed bids to employees and public
  - ii. Do not transport property to one facility.
  - iii. Consider working with thrift shop operations or retail stores on property sales and distribution. (DI, Savers, Salvation Army)

Surplus Property should develop and implement policies and practices designed to:

- 1. Ensure periodic reviews of: 1) Plans of Operation and Memoranda of Agreements for compliance and documentary requirements, as well as, 2) donee eligibility.
- 2. Prevent the donation of property when eligibility periods have lapsed or an entity has been designated “not eligible” in PLUS.
- 3. Incorporate Drug Law Enforcement Surplus Property Program eligibility and compliance periods into PLUS. The reliance on eligibility periods for the Federal Property Assistance Program is problematic because they differ from those of the Drug Law Enforcement Surplus Property Program.
- 4. Correctly identify recipients of Drug Law Enforcement Surplus Property in PLUS.
- 5. Ensure that files contain all required documentation, including GSA or DLA approval for actions that deviate from the requirements of the plans of operation.



6. Ensure that compliance/utilization visit undertaken meet the minimum requirements of the applicable state plan of operation.
7. The agency's minimum visit requirements are congruent with the provisions of the state plans of operations.
8. Ensure that compliance/utilization visits of DLEAs are conducted.

USASP should obtain clarification from GSA on whether a "flag" in PLUS suffices to meet the "separate log" requirements for certain donated property.

9. Work closer with Higher Ed institutions to comply with the AG opinion that Higher Ed falls under the policies of the program.
10. Work with each institution to bring them into compliance with current statutory reporting directives.
11. Obtain clarification from GSA as to whether "flagging" within PLUS meets "separate log" requirement.
12. Create and maintain business records of communications with GSA in order to document approval of, or acquiescence to such a radical change in required processes.
13. Adopt and implement measures designed to ensure that files contain all required documentation.
14. Develop measures designed to ensure that the minimum compliance/utilization visit requirements are met.
15. Obtain guidance from GSA as to whether the change in compliance standard is acceptable.
16. Regardless of GSA's response, USASP standards should be congruent with the State Plan of Operation.
17. Implement program of conducting compliance reviews in accordance with the requirements of the 1033 program.
18. Ensure that files contain all required documentation.

Revise this plan and add the following:

1. First edit out duplications.
2. Review the “on call process” for fuel employees and determine if changes need to be implemented.
3. Review the surplus audits for additional items to add to this plan.
4. Establish a new rate for CNG fuels that prevents other fuel users from subsidizing the AFV program.
5. Process map all policies and procedures in the division to make sure we are consistent. Example: We have processes in rule like, “can a non state employee ride in a state vehicle? Can a vehicle be taken out of state?
- 6.